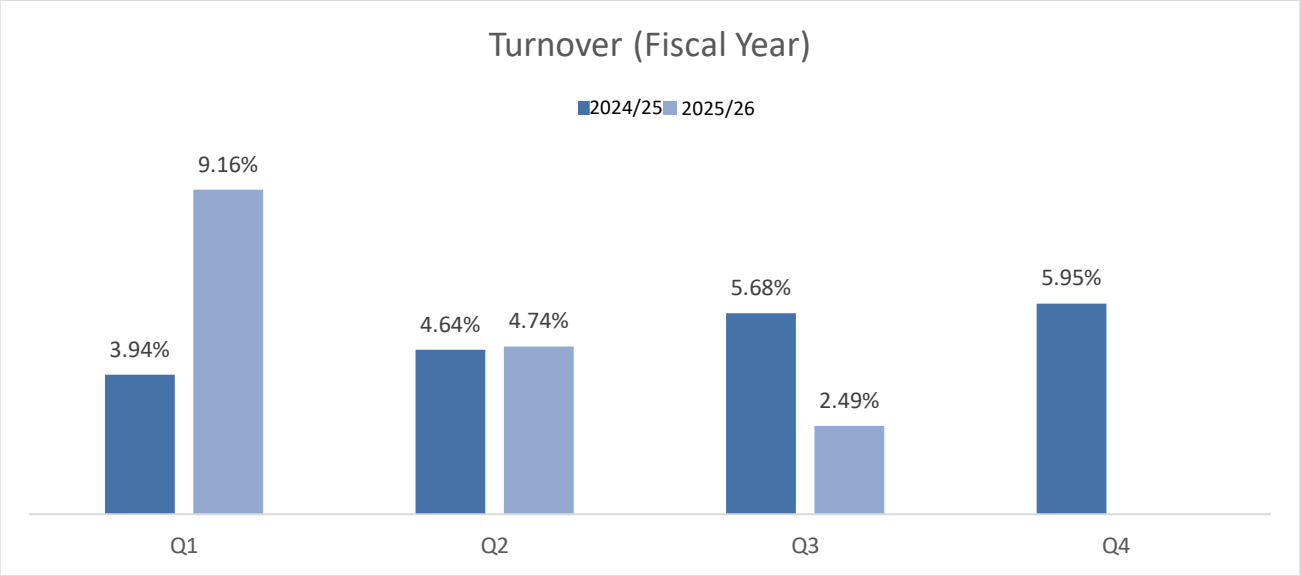
Te Kaunihera o Te Hiku o te Ika
Far North District Council

Chief of Staff Report to Te Miromiro - Assurance, Risk and Finance Committee Q3 2025-26 (January – March)

TURNOVER QUARTER 3 (January – March 2026)

23 employees left FNDC in Quarter 3.

The turnover rate for this quarter is 2.49% (compared to 5.68% for the same quarter last year).



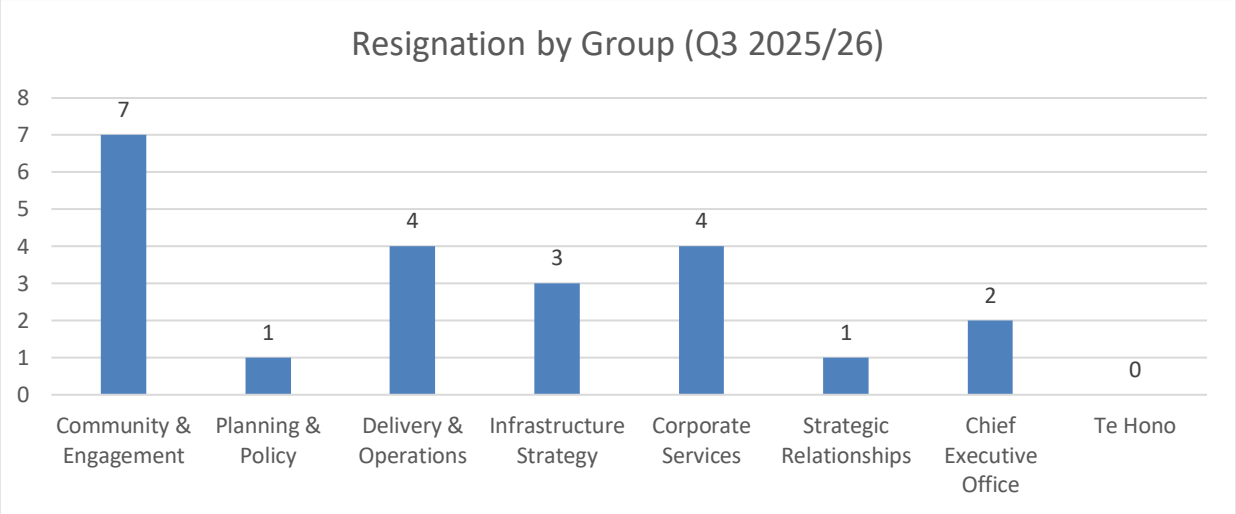
TURNOVER YEAR TO DATE (January – March 2026)

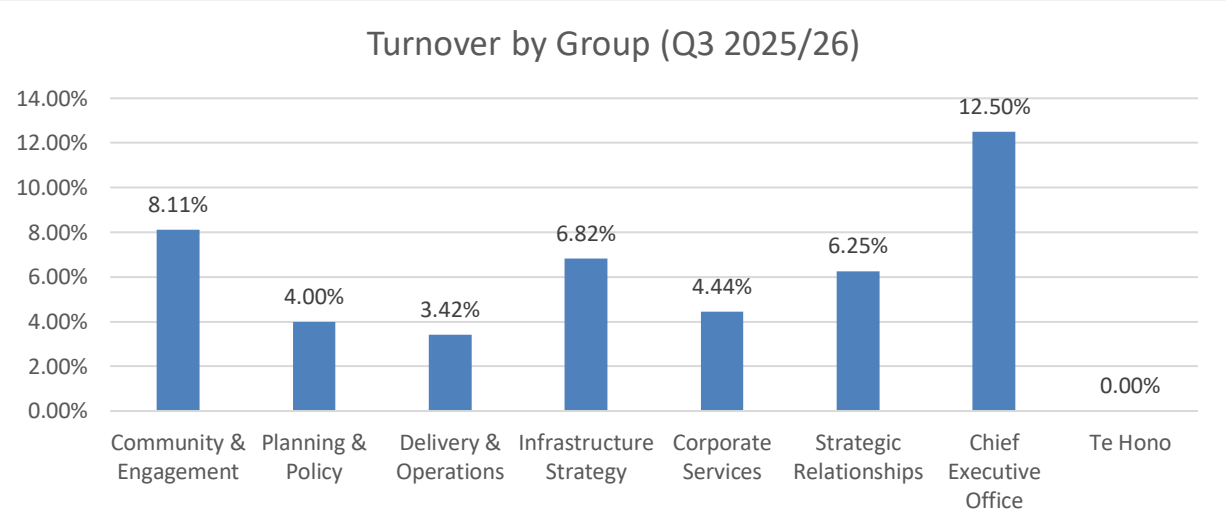
The organisation-wide year to date (YTD) total turnover is 20%. In the second month of the quarter, the Transportation team was restructured which is reflected in the statistics for Q1. The change significantly impacted turnover which is reflected within the Infrastructure Group, with 13 of the 17 leavers a result of the Transportation team restructure.

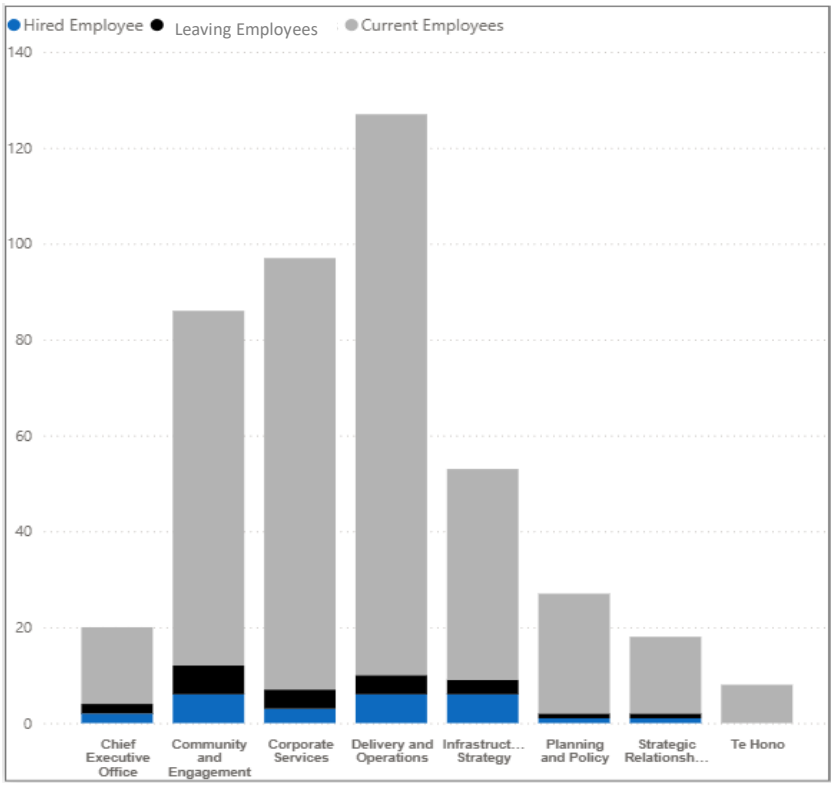
FNDC's turnover rate year to date shows a higher level of workforce churn than is typically expected for a stable operating environment. Turnover is not evenly distributed across the organisation and as noted above, one-off events can significantly impact the statistics.

For comparison, the most recent publicly available turnover information comes from two sources: Statistics New Zealand data reports the worker turnover rate (average number of employees who have joined and who have left employers compared with the average total number of jobs) for the public sector as 13.4%[1]. At a national level, the Lawson Williams New Zealand Staff Turnover Survey reports national staff turnover of 21.4% in 2023. While neither measure is identical to FNDC's turnover calculation, as a comparison it places FNDC's 20% turnover rate broadly in line with the all-sector national benchmark.

[1] Linked employer-employee data: June 2023 quarter | Stats NZ


Resignation by Group (Q3 2025/26)
8
7
6
5
4
3
2
1
0
7
1
4
3
4
1
2
0
Community & Engagement
Planning & Policy
Delivery & Operations
Infrastructure Strategy
Corporate Services
Strategic Relationships
Chief Executive Office
Te Hono

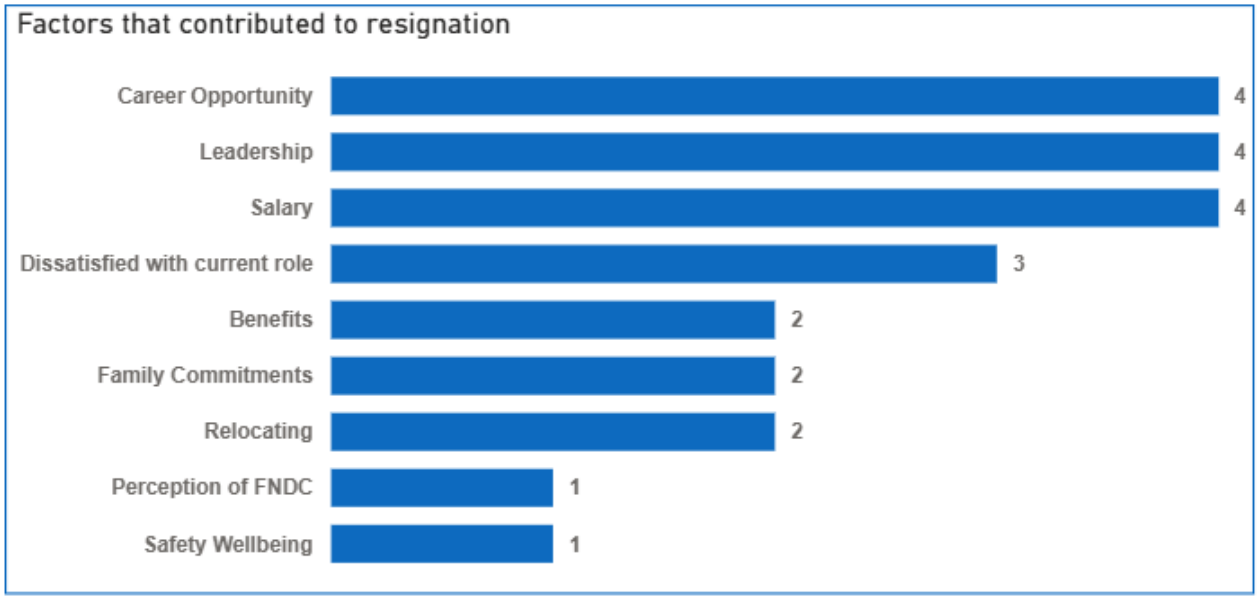

Turnover by Group (Q3 2025/26)
14.00%
12.00%
10.00%
8.00%
6.00%
4.00%
2.00%
0.00%
8.11%
4.00%
3.42%
6.82%
4.44%
6.25%
12.50%
0.00%
Community & Engagement
Planning & Policy
Delivery & Operations
Infrastructure Strategy
Corporate Services
Strategic Relationships
Chief Executive Office
Te Hono

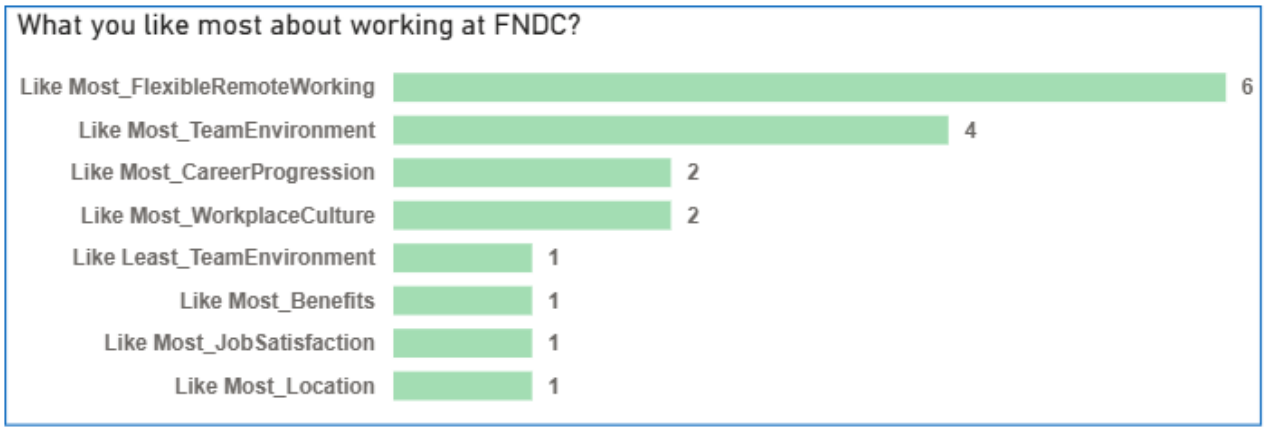

Hired Employee
Leaving Employees
Current Employees
140
120
100
80
60
40
20
0
Chief Executive Office
Community and Engagement
Corporate Services
Delivery and Operations
Infrastruct... Strategy
Planning and Policy
Strategic Relationsh...
Te Hono

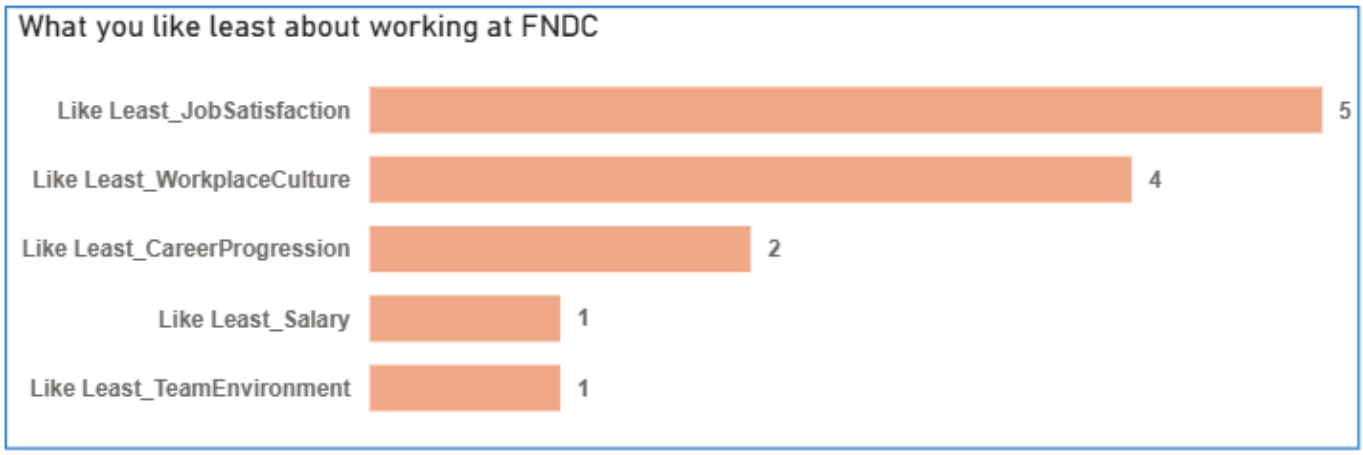
Exit Interview Analysis

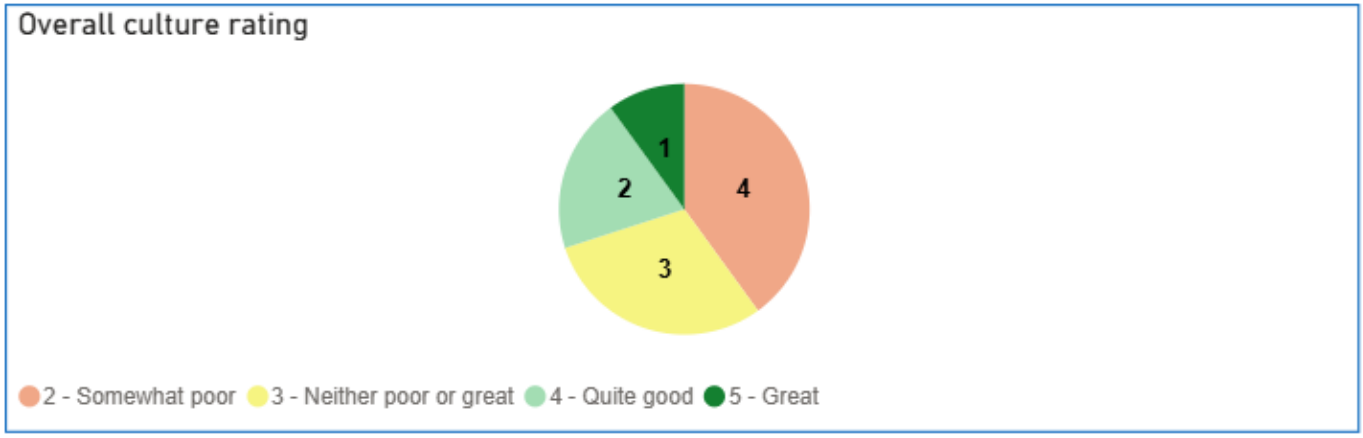
	2025/26
What staff liked most about FNDC	Team environment Flexible/remote working
Key reasons for Leaving FNDC	Workplace Culture Job Satisfaction

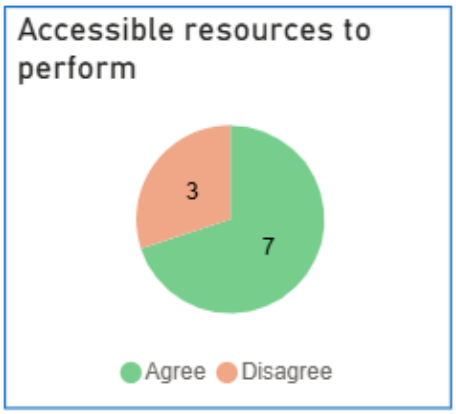
The key reasons for leaving, and what staff liked most about FNDC are similar to the last FY 2024/25. Of those who exited FNDC, 7 chose to complete exit interviews for this quarter. The total amount of exit surveys completed for the FY to date is 23.

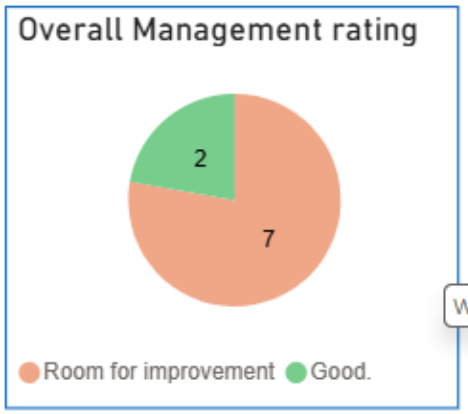


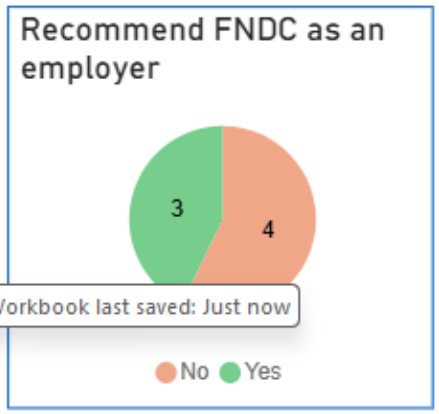












RESPONSE TO EXIT INTERVIEW ANALYSIS

What staff liked most about working at FNDC:

- **Flexible and Remote Working Arrangements**
  Flexible working continues to be consistently identified by staff as a defining strength of the FNDC employment experience. The organisation's established hybrid working model, supported by clear guidance for people leaders, enables practical and considered approaches to flexibility that align individual circumstances with operational requirements. Through agreed, case-by-case arrangements, staff are able to balance personal, geographic, and lifestyle needs while maintaining strong connection to team objectives, service delivery expectations, and necessary on-site presence. The sustained positive feedback in this area indicates that flexibility remains a core contributor to staff engagement and retention. In order to provide relief to staff where

possible in relation to fuel prices, a fuel contingency response plan has been developed setting flexible working arrangements as phases change and is reviewed weekly.

- **Team Environment and Collaboration**
  Cross-team alignment continues to be reinforced through learnings from recent People Leader offsite hui, a focused forum for leaders to align on strategic priorities, service delivery expectations, and approaches to leading through ongoing change. These support greater consistency in leadership practice and strengthened shared accountability across the organisation. In parallel, pulse engagement survey follow-up and action planning continues to promote open dialogue and collective problem-solving, sustaining a culture of collaboration that supports staff engagement and effective service delivery.

What staff liked least about working at FNDC:

- **Workplace Culture & Job Satisfaction**
  Recent engagement pulse results provide reliable insight into staff job satisfaction, highlighting ongoing workplace culture pressures while also demonstrating a strong willingness from staff to share feedback and engage in improvement efforts. While many employees remain committed and engaged, the results indicate an opportunity to improve how the organisation is experienced as a place to work, particularly during periods of change. In response, the People Leaders offsite reinforced clear expectations around accountability, cross-team collaboration, and consistent people leadership, setting a shared direction for addressing these challenges. Proactive actions are underway, including structured survey follow-up and action planning through Workday Peakon, strengthened communication with teams, and a renewed focus on wellbeing, connection, and leadership consistency to support continuous improvement.

Top Reasons to Leave FNDC:

- **Career Opportunity / Salary**
  Career progression continues to be a key driver of staff movement, alongside external market factors such as higher salary opportunities available outside the region and in larger urban centres. While some attrition reflects these broader labour market dynamics, FNDC actively supports internal career development through targeted learning and development initiatives and internal secondments. These opportunities enable staff to broaden their skills, take on new challenges, and build capability while retaining the security of their current roles. Collectively, these approaches remain an important mechanism for supporting workforce capability and mitigating avoidable turnover.

- **Leadership**
  Staff feedback shows that strengthening leadership capability may improve the employee experience. We continue to invest in leadership development, reinforcing communication expectations, and supporting leaders at all levels to create a more connected, transparent and empowering organisational environment.

RECRUITMENT ACTIVITY

A total of 26 new employees commenced this quarter. These appointments show key leadership positions at the Strategic Leadership Team being filled (Group Manager - Delivery & Operations and Manuhautu Te Hono (Group Manager - Te Hono)). The Mayoral Office saw the appointment of the Executive Officer, as well as many other support and officer roles Council-wide.

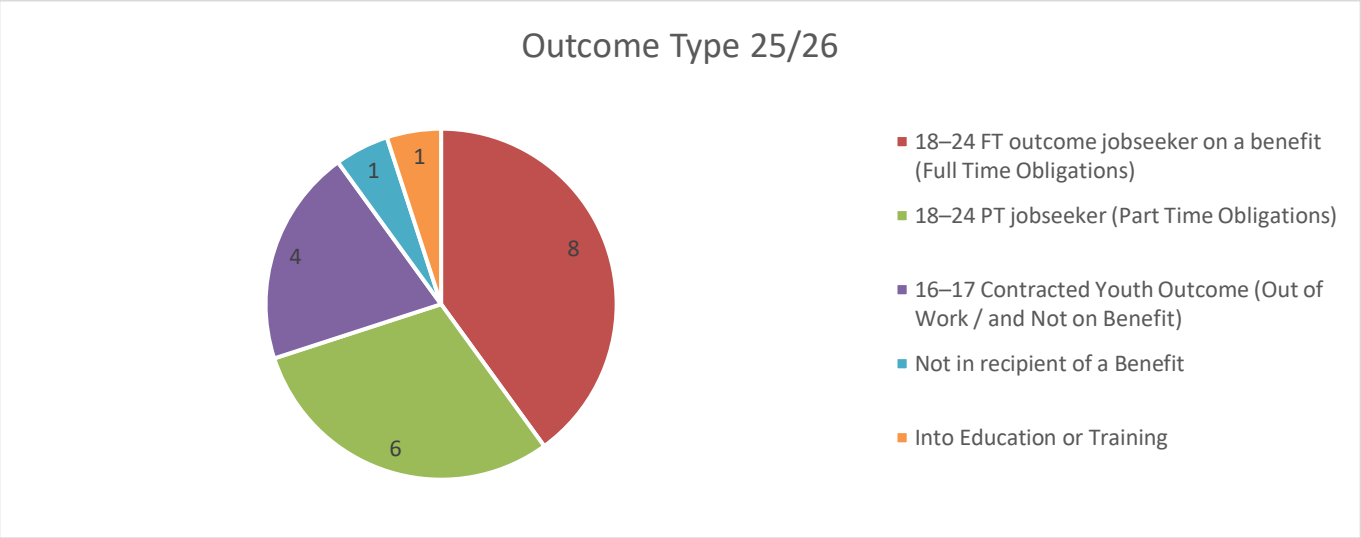
QUARTERLY NEW STARTERS

During this quarter 26 new employees started.

Position Title	Hired
Spatial Information Analyst	16-Mar-2026
Shelter Officer	16-Mar-2026
Support Officer	16-Mar-2026
Banking Services Assistant	16-Mar-2026
Senior Waters Engineer	02-Mar-2026
Building Control Officer	02-Mar-2026
Communications Advisor	02-Mar-2026
Executive Officer	16-Feb-2026
Manuhautu Te Hono - Group Manager Te Hono	16-Feb-2026
Climate Coordination & Engagement Lead	16-Feb-2026
Building Compliance Officer	16-Feb-2026
Building Support Officer	16-Feb-2026
Building Control Officer	16-Feb-2026
Visitor Information Consultant - Support	02-Feb-2026
Asset Information Officer	02-Feb-2026
Waters Design Engineer	02-Feb-2026
District Facilities Design Officer	02-Feb-2026
Building Support Officer	02-Feb-2026
Maori Services Specialist - Libraries	19-Jan-2026
Casual - Communications & Engagement Advisor	19-Jan-2026
Senior Project Manager	19-Jan-2026
Customer Service Officer - Multiskilled	19-Jan-2026
Visitor Information Consultant - Support	19-Jan-2026
Customer Service Officer - Multiskilled	19-Jan-2026
Group Manager - Delivery and Operations	19-Jan-2026
Publications Assistant	19-Jan-2026

MAYOR TASKFORCE FOR JOBS (MTFJ)

The Mayor's Taskforce for Jobs (MTFJ) is a nationwide initiative led by New Zealand mayors in partnership with central government agencies, particularly the Ministry of Social Development. Its purpose is to support young people - particularly those not in employment, education or training - into sustainable work, training or other positive pathways within their local communities. The programme works through locally delivered employment coordination, employer partnerships, wrap-around support and targeted funding, with an emphasis on removing barriers to employment and strengthening local workforce outcomes.



2025 – 2026 Contract and Placement details:

- $179,250 (plus GST) total funding
  - $110,000 (plus GST) at commencement of the contract – *Tranche 1*
  - $69,250 (plus GST) when 80% of Tranche 1 spend **and** when 14 MSD client placements have been made – *Tranche 2*
- 22 Outcomes of Employment Placements
  - 18 must be MSD main benefit clients
  - 4 are any others meeting the NEET requirements

18 placements have been made to date.

The January – March 2026 quarter continued to highlight the difficult labour market, but the MTFJ team continued to deliver and worked on strengthening the MSD and local business partnerships and making key placements of rangatahi into meaningful employment and training opportunities.

A key note for this quarter was a change in deliverables and a variation on the CEP contract. New agreed deliverables are show above, with the second tranche decreasing from $110,000 to $69,250, with associated decreases in placements from 27 to 22.

EXECUTIVE PROJECTS PROGRAMME

The programme for the team continues to be broad, consisting of a mixture of existing projects which require advancing, progressing opportunities, and business improvement actions. In addition to the below, the Executive Projects team also provides ad hoc advice and support across the organisation when requested. The projects which the team is involved in play a vital role in managing FNDC's balance sheet, and it is intended to provide a focal point for key, complex projects which sit across the organisation and create streamlined ways of delivering.

The 2-person team provide advisory functions and subject matter expertise and, when necessary, undertakes the project management and delivery of actions to ensure progress of projects.

Projects include:

- Housing for the Elderly, with most recently progressing the review of rent settings and seeking decisions on this, moving to implementation. Elected members received a briefing paper with a workshop scheduled in May.
- 11 Matthews Ave and its future use.
- Te Puāwaitanga including ongoing support being provided to projects relating to the future of the site.
- Development of a Property (land) Acquisition, Retention and Disposal Policy, which is currently under internal staff review.
- Establishing the future use of the Old Kaikohe Library building.
- Support has also been given to other projects such as IAF Kawakawa, Kaikohe Library & Civic Hub, Kerikeri Bypass, implementation of Development Contributions, Northland Waters Done Well, and consideration of Council landholdings and necessary processes associated with these.

Work on these projects has also identified business improvement actions and opportunities to improve processes, some of which will feed into Long Term Plan decisions, which is ongoing work.

CULTURE

1. **Quarterly Celebration** – In February we celebrated 31 new starters, during Q2 with a powhiri, 9 staff were recognised through the He Tohu Whakapau Kaha (Love Your Work) Awards, 12 staff acknowledged for volunteering to staff the Mobile Ballott Box tour during the 2025 local government election period, and 2 staff celebrated 15 years' service to FNDC and our community.
2. **Organisational Strategy** – The i competition asking teams to submit work stories linked to the strategic priorities (better informed decisions, value for money, health safety & wellbeing, people & culture, te ao Māori and service delivery), continues to keep the strategy top of mind. Team Charters include aligning work planning to the strategic priorities and supports keeping the strategy in focus across the organisation. Quarterly People Leaders Workshops are themed around a different strategic priority each time with the March workshop themed around Value for Money.
3. **Diversity, Equity & Inclusion (DEI)** – Actions are based on staff feedback and led from the DEI Oversight Committee. A DEI lens is included in policy creation, People & Capability processes, training and internal communications. Understanding Unconscious Bias in the Workplace, Neurodiversity, New Zealand Sign Language, Accessibility, Using Pronouns, Pride information, and Microaggression training is promoted across the organisation and available on our Te Ira Tangata o Te Kanunihera o Te Hiku o te Ika dedicated internal site sharing DEI

information and initiatives based on significant DEI/cultural awareness days/weeks is highlighted and celebrated via internal news channels.

4. **Engagement Survey** - To complete the embedding of the actions from the September survey the first biannual Employee Engagement Survey for 2026 was in the format of a Pulse survey with eight questions. The survey closed on 9 March. with a completion rate of 81%, five percent lower than the September 2025 survey. This participation rate is considered excellent against the global benchmark of 75%, providing a high level of data accuracy and confidence in the feedback received. The overall engagement score was 6.6 out of 10. This score is the same as the September engagement survey for the same question; however overall engagement is showing a decline with clear areas of opportunity across the organisation.

   During next quarter, the focus will be supporting People Leaders to acknowledge survey feedback within their teams and to implement meaningful action plans for improvement.

5. **People Leaders workshop** – The kaupapa for the Quarterly People Leaders workshop was our strategic priority – Value for Money, held at Kerikeri Sport Complex. Sessions throughout the day focussed primarily on Leaders' role creating Value for Money, leading in ways that maximise the value we create for our people and communities with every decision, action and interaction. Our internal Leadership in Focus Series was launched at the workshop and is a framework to strengthen leadership capability across the organisation which supports our six organisational strategy priorities.

6. **Continuous Improvement Plan** – The Organisational Development team deliver sessions to improve the sharing and accessibility of information, sharing tools and resources for efficiency and workplan alignment. The collaboration with Customer Service teams providing customer experience training has now been rolled out to the whole organisation and is BAU mandatory training. Team Management Profile sessions held to support collaboration and team culture. Process improvement initiatives are documented utilising ProMapp as efficiencies are identified across Teams. The Change Management Framework has been launched and training sessions scheduled from this quarter. Bespoke training is being developed by the Organisational Development team as needs and requests are identified. Support for teams is continuous and further improvement initiatives will be rolled out over the coming months.

EMPLOYMENT RELATIONS

	Quarter One (July - Sept 2025)	Quarter Two (Oct – Dec 2025)	Quarter Three (Jan – March)	Financial Year to Date / Total (July 2025 – Jun 2026)
Number of personal grievances (completed)	1	1	7	9
Negotiated exits & medical retirements	0	2	1	3

** the personal grievances resolved PGs for Q3 related to the Transport realignment which occurred in Q2.*